

10 PILLARS OF

ServiceNow™ Success for CIOs



On behalf of the entire Crossfuze™ team, we say “thank you” to our clients who took the time to share their pillars of ServiceNow implementation wisdom throughout this book. Your insight, advice, and information is sure to help other users in their quest for ServiceNow success.

Copyright © 2020

This book is for informational purposes only and does not constitute legal advice. If you require legal advice, retain a lawyer licensed in your jurisdiction. The opinions expressed are solely those of the authors, who are not attorneys.

All rights reserved. Published by Crossfuze.

No part of this book may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, or by any information storage and retrieval system, without written permission from the copyright holders.

For information, address:

Crossfuze, 500 Seneca St. #620, Buffalo, NY 14202

ISBN: 978-0-9993184-1-6 • www.crossfuze.com

Table of Contents

| | |
|---|----|
| A Message from Crossfuze CEO Chris Howard | 2 |
| Pillar 1: Building a ServiceNow Vision | 4 |
| Pillar 2: Charting a Roadmap to Service Management Transformation | 10 |
| Pillar 3: Getting Approval for Your Budget | 16 |
| Pillar 4: Assembling a Winning Implementation Team | 20 |
| Pillar 5: Communicating Vision to Drive Organizational Change | 26 |
| Pillar 6: Building a Solid Support System to Promote Widespread Adoption | 32 |
| Pillar 7: Using Analytics to Drive a Strong ROI | 38 |
| Pillar 8: Optimizing ServiceNow to Drive Enterprise-Wide Transformation | 44 |
| Pillar 9: Strategizing to Manage Demand | 50 |
| Pillar 10: Creating a Fully Integrated ServiceNow Ecosystem | 56 |
| Transform Your Organization with Crossfuze | 62 |

A Message from Crossfuze CEO Chris Howard

Welcome to the 10 Pillars of ServiceNow Success for CIOs

When reimagining how you deliver services using ServiceNow, you instantly set in motion consequential decision steps and changes within your organization. The result is an enterprise transformed to modernity if you apply the 10 pillars in this book. For better or for worse, the success of your ServiceNow implementation relies on your resources, planning, and executive support. That's why it's crucial that CIOs begin the ServiceNow journey with a strong sense of purpose, a clear understanding of what they seek to deliver, and the right ServiceNow expertise.

With more than a decade of experience architecting, designing, and rolling out ServiceNow, Crossfuze has defined implementation excellence for CIOs. Indeed, Crossfuze clients consistently tell me that ServiceNow implementation is unlike any other IT project they've ever managed. This is reflected in our lead ranking in ServiceNow CSAT score.

To help you plan for and navigate this journey, Crossfuze has developed a list of the 10 most crucial elements, or pillars, for achieving a transformative service management environment. Crossfuze's highly experienced and trained Process Consultants, ServiceNow Architects, and implementation experts have put considerable thought and time into fleshing out these 10 Pillars of ServiceNow Success for CIOs.

We've distilled more than a decade of firsthand insights and wisdom into this comprehensive ServiceNow success guidebook. If you only read one thing before starting your ServiceNow journey, read this book: It will leave you feeling encouraged, empowered, and educated about how you can deliver rapid and strategic ServiceNow wins for your organization.

As much as I would like to tell you that reading one book will guarantee you service management and ServiceNow success, no single book can deliver such a victory. That's where Crossfuze enters the equation. Crossfuze understands Enterprise Service Management and the requirements for ServiceNow implementation success are about much more than just the technical configuration. ServiceNow implementation is about navigating internal company viewpoints, juggling competing priorities, working through limited resources, managing unrealistic expectations, and combating resistance to change. Crossfuze has helped CIOs work through these issues, and succeed. It's about knowing how to avoid potential problems and obstacles before they happen, and how to zero in on the areas where you can have the biggest impact with the most confidence.

Any enterprise platform implementation requires a mix of perseverance and expertise to succeed. At the same time, thousands of businesses have achieved the rapid, transformative ServiceNow victories they wanted. Crossfuze's *10 Pillars of ServiceNow Success for CIOs* will help guide you to moving your organization forward. Just as importantly, I hope this book serves as a reminder that you don't need to—and shouldn't—go it alone on your journey. Our ServiceNow team is standing by ready to be of assistance; we would be honored to help you achieve your ServiceNow wins early and often.



A stylized, handwritten signature in black ink that reads "Chris Howard".

Chris Howard
Chief Executive Officer, Crossfuze



PILLAR 1

Building a ServiceNow Vision

John is an experienced CIO who is adept at making sure IT processes are running smoothly. He has always been well received and accepted by the CEO and CFO. Lately, however, the CEO has been pushing John to build a vision of how their technology investments will align with the company's growth goals. John knows that the technology innovations he wants to implement will be valuable to the company over the long run. However, he doesn't know exactly how to build and articulate that vision to instill the necessary C-suite confidence he needs to prove out his IT strategy.

As a ServiceNow Gold Partner, we have worked with hundreds of CIOs, like John, who need to build a viable and sustainable vision for their IT investments. Although each CIO's issues are a little different, there are key similarities across the technology landscape that define ServiceNow's success. We call these our "Ten Pillars of ServiceNow Success."

The first pillar, Vision, sets the stage for success. Considering that over half of businesses had IT projects fail last year, it has never been more important to create a transformational vision to successfully navigate your ServiceNow journey. The question now becomes, "How do you build a transformational ServiceNow vision?" This is a detailed process; however, to begin, here are four essential "must-haves."

1.1. Begin with the end in mind

Defining a vision for your ServiceNow platform starts even before you purchase your ServiceNow licenses. The first question you should ask yourself is, “How can we transform the organization and help it become more efficient and profitable using workflows, automation, standardization, and processes?” The answers to this question will become your big-picture outcomes, which are the core elements of your vision. Gartner recommends that you focus on articulating the platform’s return on investment potential and what sort of process improvements you realistically hope to achieve. Inventory your current resources, technology acumen, access to resources, current state of the business, and goals for business growth. These vision building blocks will not only define your vision, but they will also be your roadmap for implementation, the second pillar in our series.

1.2. Tie business outcomes to platform possibilities

You want to create a vision in order to feel challenged and satisfied. Once you have defined your desired outcomes based on your transformational goals, it’s time to dive into the possibilities embedded in the ServiceNow platform. ServiceNow is malleable; it can do whatever you want it to, which is why you need to define what you want it to do for your organization. Consider creating a matrix to help you articulate your desired ServiceNow outcomes. A matrix will show your desired outcomes alongside specific ServiceNow features and functionalities. Your desired outcomes drive what bells and whistles you will ultimately deploy and how best to deploy them. During this visioning process, your team will also want to think through how various processes will be impacted and, most importantly, made more efficient. With efficiency being a number

one priority for ServiceNow, interviewed customers, on average, have had a 449 percent return on investment in 7.4 months. Remember, ServiceNow is built with service delivery best practices in mind, which means that if you think through this process properly, you will be several steps closer to achieving your vision.

1.3. Ensure leadership and individual users will notice the difference

Delivering meaningful wins that have direct impact on corporate goals is a great way to justify an investment and gain confidence and support from leadership. However, don't forget about the individual user. If the average user can't articulate what the vision means in relation to their day-to-day tasks, their desire to tap the full potential of any technology will waver. Hence, as you formulate your vision, keep in mind that the only ServiceNow achievement the average employee will notice is the one that makes a difference to them personally, in their line of work. Your vision should encompass how you'll improve the end user's experience, how you'll make their job easier, and how you'll continuously extend new features and capabilities to increase their productivity, speed, and agility—and thus their personal performance. By rewarding users' personal performances, they will find value in approval of their success. If they find value, they will be quick to embrace all that ServiceNow has to offer and demand more functionality. And when that happens, you just achieved a necessary level of success.

1.4. Get buy-in

Stakeholder and user buy-in is key to any technology investment success. Therefore, your vision must receive buy-in at every stage of vision development and execution. Bringing together diverse teams and stakeholders to vet your vision and gain input will build buy-in

Customers, on average, had a



when adopting ServiceNow

from the outset. It will also help to rally the troops around the same objectives and goals, and it needs to happen for the entire organization to achieve them. However, in the end, it's you who will make or break the vision. You need to be its biggest advocate and lobbyist to ensure its success. Put it on your wall, in your email signature, weave it into your conversations whenever possible, communicate your wins every chance you get, and define success by the impact your wins and outcomes have to corporate goals.

Pillar 1 Summary

All in all, without a clear and concise vision out of the gate and constant “check-ins” to ensure you’re on track per the defined success metrics, you risk going down paths that lead to poorly implemented outcomes. The last thing you want is an abundance of internal disagreements and conflicts that bog down your ability to prove out your investment and show transformative results. Therefore, it’s important to recognize that a strategically aligned vision will keep you focused on the end game and ensure each step taken is in accordance with the defined outcomes you and others in your organization are expecting.

Stay focused on what’s important: articulate big-picture outcomes, solicit feedback to get buy-in early on, keep operational efficiencies and increased profits on top of your list of outcomes, communicate (often) to leadership and employees the wins along the journey, and ensure the average user will appreciate the difference ServiceNow has made to their personal job performance.

How confident are you in answering these questions?

- ▶ What are the big-picture outcomes we are expecting?
- ▶ How are we soliciting feedback to get early buy-in?
- ▶ In what ways are users benefiting from ServiceNow?





PILLAR 2

Charting a Roadmap to Service Management Transformation

Once you've developed your business vision for ServiceNow, the next step is to chart your roadmap, which is the path via which you'll achieve your big-picture vision. Here's a sobering reality to keep in mind: Technology implementation is one of the most anxious terms for employees. It tends to create widespread confusion over whether adoption is mandatory or whether employees are being given the option to adopt.

A comprehensive, vision-aligned roadmap is your opportunity to help clear up this confusion. The roadmap should be more than a basic timeline of what specific tasks you'll need to do and by when; it should address the challenges associated with integrating and unifying the many moving parts of your ServiceNow roadmap, ranging from effectively managing disparate teams to creating continuous and actionable feedback loops to effective internal communication. It also should extend out two to three years, so you can use it to align the power of the ServiceNow solution platform with the business strategy. Here are four essential tips to keep in mind when developing your roadmap.

2.1. Align with your business vision

As you flesh out your roadmap, remember that it needs to serve as the vehicle through which you'll implement your business vision.

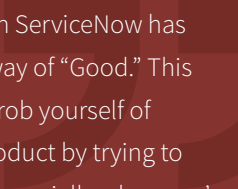
It's important to tie every step of the roadmap back to the master goals and objectives you've outlined. The research firm Forrester recommends that your roadmap over the short term should prioritize incident management, problem management, and knowledge management; over the long term, your priorities should grow to include more business-aligned solutions, such as financial, asset, project, and security operations management. Your goal is to build a matrix that spells out how each step of the roadmap aligns with your vision.

2.2. Build in flexibility and agility

Your roadmap is only going to be effective if everyone in the organization follows it, particularly as the going gets tough and you encounter unexpected problems and challenges. Every step of the roadmap should be written with the intent that it can be adapted and modified later. Built-in flexibility is essential to preserving your roadmap's viability over the long term and guiding you to quick, sustainable wins that help you get one step closer to reaching your vision.

2.3. Guarantee early wins

As you develop your roadmap, you want to stack the deck in your favor by consciously building early victories into your roadmap. Early victories are the incremental home runs that will motivate and inspire your team to keep going. If you don't plot out some early wins, it could jeopardize your team's chances of maintaining the positive momentum it needs to keep moving forward with confidence.



One of the pillars of our success with ServiceNow has been not to let “Perfect” get in the way of “Good.” This statement essentially means, don’t rob yourself of the value of the minimum viable product by trying to immediately achieve full maturity, especially when you’re trying to stand up something new. First identify what the minimum viable product should be and work towards that, all the while creating a backlog of improvements that can be leveraged after you’re able to start reaping the value of the MVP. Perfection is an illusion, but continual service improvement should be defined and planned to avoid mediocrity and living permanently with MVP.

—Naresh Samlal, Vitas Healthcare

2.4. Evangelize your roadmap

Your roadmap will be most effective when you talk it up often with executive leadership, management, and other leaders within your organization. You want to deliver a consistent message on the platform’s value and benefits, and you want to deliver it in a language that will resonate with your target audiences. Get them excited about each stage of the roadmap and the resulting successes. This helps them to get further invested in your ServiceNow roadmap’s success. In time, this naturally turns them into platform advocates that help push your vision forward.

Several key “must-haves” help to pave the path to ServiceNow success:

1. **Business and organizational issues or challenges need to be identified and analyzed with clarity—and without emotion.** This action needs to continue throughout the implementation process. Also, be sure there are no barriers between the business and development teams.
2. **Strong testing and assessments should be conducted to add value to the implementation against failures.** These actions should be carried out by experienced individuals that can identify indicators that can point to any errors and help develop possible solutions.
3. **Implementations fail for a variety of reasons—lack of management commitment, poor requirements definitions, unrealistic expectations, improper package selection, lack of training, poor communication.** Be aware of where the process can break down and plan accordingly to avoid such issues before they have a chance to surface.

—German Guardado, Ventura Foods, LLC

Pillar 2 Summary

Charting a roadmap is one of the foundational elements of any successful ServiceNow journey. Too many organizations rush through this process and end up with an unworkable, irrelevant roadmap that hinders their success and jeopardizes their ability to reach their vision. Don't let this happen to you. When you have a well-articulated roadmap that explains how you'll achieve your vision, you're setting up your organization for the service management transformation you desire.

How confident are you in answering these questions?

- ▶ Does our roadmap directly tie to our business strategies?
- ▶ Do we have a plan in place to be flexible and agile when the unexpected happens?
- ▶ How will we get early wins to show momentum and communicate them to others?
- ▶ How will we evangelize our roadmap?

My advice is rooted in Stephen Covey's advice to "start with the end in mind." Many of us consider ServiceNow to be like the "silver bullet" which can solve all of our problems. ServiceNow is good, but by itself, it is not enough. You must also implement the policies and procedures to support the ITIL framework and train all of your impacted staff. In fact, since ServiceNow can be implemented quickly, you should develop the procedures and conduct the training before your ServiceNow implementation. ServiceNow is easy. Changing the way you do business is hard. If you merely implement the platform, people will find a way to use it in support of the "old process." When this happens, the problems of the old process will persist. And these may have been the issues that prompted the adoption of ServiceNow in the first place.

—Steve Driscoll, OCLC, Incorporated





PILLAR 3

Getting Approval for Your Budget

Mary is a newly minted CIO who got her job by working her way up through the IT department and by earning a solid reputation for her technical proficiency and innovative ideas. Now, the first big project she'll take on as CIO is upgrading the company's ITSM processes from an outdated on-premise ITSM platform to ServiceNow. The more she learns about ServiceNow, the bigger and bolder her ideas get. For Mary, the best possible outcome involves an overhaul that requires a significant budget. How does Mary communicate her vision to the C-suite in a way that will resonate with them and help them see the value of the proposed investment?

In Crossfuze's years of experience working with clients to deliver ServiceNow-centric transformations, we've learned a lot about how CIOs can avoid seeing their ServiceNow implementation budget slashed or, even worse, denied. Let's explore three important ways to get C-suite buy-in for your new ServiceNow budget.

3.1. Focus on building your big-picture vision

What's much tougher to do is to build a compelling big-picture vision and communicate the value of that vision in a way that will resonate with the C-suite. Vision is the foundational cornerstone of any ServiceNow implementation. As we discussed in our first pillar, vision is about defining desired outcomes based on corporate goals and then convincing others to rally around those goals as you put your vision in motion. By the time you present this vision to the C-suite and request the funding necessary to support this transformation, it is important to have shared your vision widely and to have received widespread buy-in. When you are able to show the C-suite that your plans and ideas already have near-universal support, they are much more likely to support those plans, thereby enabling your success.

3.2. Ensure your budget is closely aligned with your roadmap

As you develop a well-articulated vision and receive widespread buy-in, you also want to design a long-term implementation roadmap spanning at least two to three years that will enable you to carry out your vision. Depending on the situation, the roadmap may develop concurrently with the vision or may be created after the vision is fully articulated.

As you develop a budget around your roadmap, it's helpful to make sure every line item of the budget aligns with and supports the roadmap. The idea is that when the C-suite asks why you need a particular line item in your budget, you can point to the roadmap and show how the line item fits into the overall strategic plan.

It is also helpful to think ahead beyond your budget for the next fiscal year. Just as you want your roadmap to cover your implementation plan two to three years into the future, your budgeting should also be aligned with your roadmap this far ahead. Similarly, just as your

ServiceNow successes will grow from within your organization, so too will the demands on your enterprise to further build out the platform. Again, this reinforces the value of a long-term roadmap and budget to support this progression. When the C-suite can see how multiple years of investments will ultimately build upon one another to create the ServiceNow transformation they desire, they're going to be much less likely to worry about individual line items for a particular budget year.

3.3. Focus on the business case

When it comes to IT projects, the C-suite will be primarily interested in the bottom line, not an itemized list of project deliverables. So, when you are writing your business case, you want to effectively articulate the plan, platform use, and budget while showing the anticipated results of the business plan at every major milestone. This will help the C-suite see that you have thoroughly analyzed the plan and discovered what is needed to help reach corporate goals. Without a strong quantitative argument, you run the risk of being cast aside in favor of a higher business priority that already offers a sound business case.

An effective business case has four main sections: executive summary, finance, project definition, and project organization. Those with the ultimate responsibility to ensure every dollar spent in the organization is spent on the right thing (e.g., the CFO) will be especially interested in the budget ask and ROI sections: What efficiencies and improvements can be expected to serve business drivers, and what do these look like in specific metrics? Therefore, you want to be sure to thoroughly and clearly explain the financial implications for the project. Consider every potential cost for the project, and include a cost/benefit analysis that outlines predicted cost savings and growth. Also, be prepared to discuss the "what ifs." For example, if we didn't do 'X,' how would that impact the anticipated efficiency improvements and related cost savings, as well as the overall success and timeline of the roadmap?

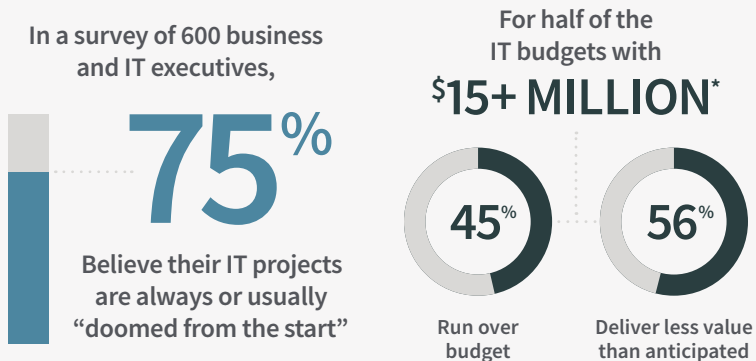
Pillar 3 Summary

By focusing on the value to the business, you have more control over your budget and ServiceNow journey than you realize. The C-suite is going to be looking to you to articulate a well-defined vision, to explain how your budget aligns with your implementation roadmap, and to justify the business case behind implementing ServiceNow.

How confident are you in answering these questions?

- ▶ Have we achieved widespread support for the ServiceNow vision?
- ▶ Is our budget aligned to the various stages in our roadmap?
- ▶ How comprehensive and insightful is our business case for ServiceNow?

SURVEY RESULTS



**Study completed by McKinsey*



PILLAR 4

Assembling a Winning Implementation Team

You have three main options for assembling a ServiceNow implementation team: You can buy your team, you can build it in-house, or you can do some combination of buying and building. When you buy a team, you're outsourcing your team to a ServiceNow partner, which, in turn, becomes the determining factor in whether your project is a success. This "instant" team comes with all of the bells and whistles to jumpstart your implementation journey and keep you on track. By contrast, when you build an in-house team, the responsibility—and the credit—for a successful implementation falls squarely on your shoulders. Finally, with a hybrid approach, you and your implementation partner share responsibility for ServiceNow implementation.

Regardless of whether you build or buy your implementation team or choose some combination of the two, there are four main considerations you want to keep in mind.

4.1. You want strategic thinkers, not just doers

A winning implementation team is made up of more than just ServiceNow developers and the people who manage and support them. You also want the thinkers and strategists who are not immersed in the trenches; these are the folks who can focus on the bigger picture and assess overall progress on your implementation journey. Strategists take responsibility for laying out a viable implementation roadmap that provides early wins and delivers on time and budget. Consequently, the most effective strategists are going to be the ones who have direct experience with ServiceNow implementation, as success rides on the shoulders of the successes that came before it.

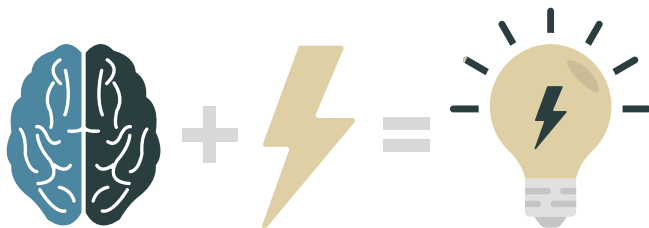
4.2. You want to recruit for speed and agility

To infuse your implementation with both speed and agility, you want to assemble a team with proper certifications and, ideally, deep experience in the features and functionalities of ServiceNow. A well-versed team will know when to adjust course, when to pursue new opportunities, and when it's feasible to speed up the timeline. Although most organizations are under constant pressure to hire quickly and get ServiceNow implementation off the ground, the best ServiceNow-certified developers and project managers are worth waiting for. Recruiting in an area as specialized as ServiceNow implementation takes time, and talented employees tend to be snapped up quickly. If, however, you decide to buy your team through outsourcing, you'll find the energy you expend on recruiting will be significantly eased. An outsourced team also reduces the need for trial-and-error approaches at the beginning of the implementation journey and streamlines your path toward critical implementation victories.

4.3. You want your team's skill set to keep evolving

Your implementation team's knowledge base is not static.

As your organization evolves and adapts in response to your early ServiceNow implementation wins, you want your team to evolve and adapt with these wins. A progressive skill set involves providing ongoing training and knowledge-sharing opportunities for your team, enabling the team to stay one step ahead of what's to come—and on top of what team members need to know to support upgrades and enhancements in the future.

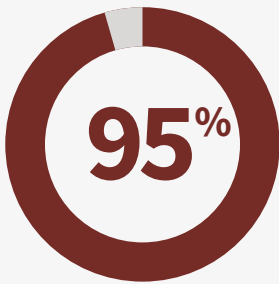


4.4. You want to create accountability for desired outcomes

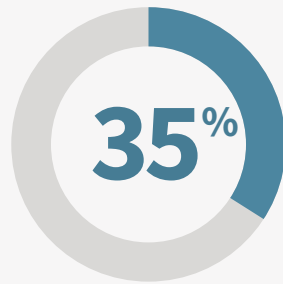
As you're assembling your implementation team, you want to create a structure that not only keeps your implementation rolling, but also ensures proper accountability for desired outcomes. A properly structured team will lay the groundwork to regularly and automatically report on what is happening, why it's happening, and the impact it has on project goals and the overarching roadmap. These insightful, relevant assessments will keep you informed at every stage and ultimately ensure you remain on track to achieve your ServiceNow implementation vision.

SURVEY RESULTS

The consequences of poor staffing decisions



Said it **adversely impacted** morale



Said it **greatly harmed** morale

For a project as important as ServiceNow, your company's future success rests on your ability to have the right team in place—and not just as a morale booster. Your team likely will be made up of project managers, developers, solution architects who can help with long-term strategy, support personnel, and business analysts who can help with reporting, training, and documentation.

Pillar 4 Summary

As you focus on building a strategic, agile, experienced, progressive, and accountable team, it's important to keep in mind that a winning team isn't one that parachutes in during implementation and then jumps out to simultaneously tackle other projects. ServiceNow implementation is an involved, highly specialized arena that requires a dedicated set of experienced specialists who will take ownership of their work over the long term. If your implementation team isn't given the opportunity and resources to focus solely on ServiceNow, it significantly increases the risks of problems and failures. So instead of project wins to tout, you could have failed implementations on which to run damage control.

How confident are you in answering these questions?

- ▶ Do we have implementation strategists on our team?
- ▶ Do we have ServiceNow certifications and deep experience on our team?
- ▶ Is our continuing education plan for our team comprehensive enough?
- ▶ How have we connected accountability and reporting to our team's performance?



When implementing or further optimizing ServiceNow, it is essential to put in place a step-by-step plan and to understand the immediate impact of your work. Meeting with shareholders will help you craft this vision so that you know why you are doing what you are doing—and documenting your plan and progress along the way is essential. Why it is critical: Having at least a cursory understanding of the “why” of your work keeps you organized and helps you to ask appropriate questions to clarify next steps. Working in a vacuum will limit your ability to be an effective administrator let alone leader.

—Heather White, Northeastern Regional Information Center



PILLAR 5

Communicating Vision to Drive Organizational Change

Sam is the CIO of a technology enterprise that's about to embark on implementing ServiceNow across his organization. He's spending most of his time in meetings with his implementation team and also reporting regularly to the C-suite about the team's progress. Sam is struggling with how he'll communicate his big-picture vision to the rest of this organization. He doesn't know if, when, or how to interface with sales, HR, marketing, and facilities, even though these are the folks whose day-to-day lives will be impacted by the transition to ServiceNow.

Sam's shortcomings are all too common during technology upgrades. A whopping 63 percent of managers say digital transformations happen too slowly in their workplace as a result of poor communication and lack of technology adoption urgency. CIOs can get so consumed by building a vision for their ServiceNow implementation and designing a well-articulated roadmap that they forget the importance of sharing their mission-critical game plan.

The reality is that a vision is only as effective as your ability to communicate it to others. It's worth your time to communicate your vision early and often. Effective communication always involves reinforcing your key messages through repetition. Thus, communicating something as impactful as your ServiceNow vision and roadmap absolutely merits repetition—lots of it. Here are four essential tips to help you figure out how to effectively communicate your vision.

5.1. Be clear about what's coming

You want to be inclusive in terms of educating people about what's coming down the pike, especially among the folks whose business strategies will be directly impacted by ServiceNow. There's never any reason to withhold information; it's best to be as honest and as transparent as possible about all of the changes coming their way, even ones your colleagues may dread.

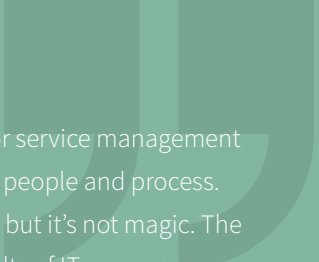
5.2. Emphasize benefits

Most people are resistant to change in the workplace and tend to view it with skepticism. Thus, you should focus on overcoming others' reservations by emphasizing how the status quo doesn't allow them to reach desired business outcomes. No matter what the technology is, it's going to come with universal advantages that resonate with people: improved productivity, cost-savings, automation, and streamlined sharing of information. You want to tailor your message to each team and/or employee so your message about benefits can truly resonate with your target audience.

5.3. Become an educational resource

When you're communicating your ServiceNow vision to others, it's easy to come across as simply pushing the next technological wonder on them. Sometimes you're talking to what seems like a room of skeptics. That's when it's important to position yourself as an educational resource who realizes it will take some time and effort to change minds. Thankfully, most people are willing to listen to someone who has an idea to truly improve everyone's results. This is, after all, the type of information that helps your audience do their jobs better. You

want to gain a reputation as someone whose presentations come across as insightful and informative, not persuasive and marketing-oriented. Furthermore, bringing along a few testimonials and other stories can help you gain additional credibility with the audience.



I'm convinced that the secret sauce for service management is one part technology and nine parts people and process. ServiceNow is a remarkable platform, but it's not magic. The magic happens when the nuts and bolts of IT processes are crafted and refined, and people have a role in making the platform hum. One of the most critical actions I would suggest is to establish a ServiceNow governance group. Having cross-functional members, giving everyone a voice, setting clear ground rules, and encouraging creative thought, are just a handful of the ingredients needed to make decisions that accelerate the value of ServiceNow at every stage of the implementation journey. It's also important for the team to stay focused on the end in mind, always anchoring to their ServiceNow vision and the roadmap to get there. The ServiceNow platform can deliver amazing results for process efficiency and automation. Leveraging the knowledge and creativity of your staff is the key to making it work.

—Sean Walsh, Board of Cooperative Educational Services,
South Central Regional Information Center

5.4. Evangelize for change

On your own, your voice can only be amplified so much. But with evangelists on your side, you can reach a much wider audience.

Evangelists are the influencers within your organization whose opinions others listen to and trust. In this way, evangelists help drive change from within. It's in your best interest to keep your evangelists looped into all of the important implementation milestones: You should be briefing them regularly on your progress, your incremental wins, and the project contributors who deserve special recognition. They can play an invaluable role in helping to define which features and functionalities are most needed and help test-drive these elements early on to ensure they will work for all user groups. When you share accomplishments in a way that speaks to your evangelists and empower them to help shape the functionalities of the system, you can count on them being excited to share your message far and wide.

5.5. Share updates with the original champions of your vision

As you bring more and more folks into the fold, you don't want to forget about the original team that believed in your vision so much that they greenlit it. In all likelihood, this is the C-suite leadership team. These folks need to know that they made the right decision, and moreover, you want them to feel good about the decision they made. The way to do this is to update them regularly on your successes in implementing the vision you originally presented to them. You want to communicate via KPIs and ROIs—the language they speak in, and the language that will resonate with them.

Pillar 5 Summary

It's not easy to communicate your ServiceNow vision and roadmap throughout the organization. Communication is essential to your success when you are transforming how your organization works. You can put yourself in the proper communication mindset by always thinking about how to be clear about what the future holds—and the impact your vision and actions will have on your company's overall goals.

How confident are you in answering these questions?

- ▶ How transparent are we about ServiceNow enhancements and updates?
- ▶ How are we emphasizing the ServiceNow benefits to the individual and team?
- ▶ Are we evangelizing the power of ServiceNow change and momentum?
- ▶ How are we keeping our ServiceNow champions informed as we progress?

Having a ServiceNow development and administration team that communicates well with one another allows for speed and efficiency. Also, having processes in place designed to protect from having older update sets from undoing more recently updated functionality helps to avoid rework headaches.

—Ty Roach





PILLAR 6

Building a Solid Support System to Promote Widespread Adoption

CIOs work incredibly hard every day to fight against mis-perceptions, and yet they continue to fight an uphill battle. When it comes to a project as important as ServiceNow implementation, you cannot afford to let the naysayers and doubters systematically chip away at your implementation plan. You want to work proactively and smartly to get these folks on board and ultimately build an enterprise-wide support system that promotes widespread adoption. ServiceNow implementation is not a “set it and forget it” technology solution; it requires hard work, constant self-assessments, and sustained commitments.

The importance of building a strong support system for your ServiceNow implementation cannot be overstated. Indeed, you could have the best core implementation team in the world and still end up with mediocre results. For example, Gartner found that 40 percent of all problems found during an ITSM implementation are identified by the system’s end users, not by the core implementation team. Here are the six most important things to know to build a stellar support system that promotes widespread user adoption.

6.1. Verify all features and capabilities work as intended

Test-driving and double-checking your work is easier said than done. In the midst of enormous pressure and deadlines, it's easy to inadvertently let your quality-control standards waiver. This is a big mistake, because when your end users become frustrated by even one subpar element, it can taint their perception of the entire ServiceNow implementation.

6.2. Seek to add value at every opportunity

ServiceNow implementation isn't a static, by-the-book process; you want to be assessing all sorts of variables and factors as they pop up, in real time. By constantly reevaluating, and by viewing implementation as a dynamic process, you are positioning yourself to identify opportunities that add value to the implementation—and help to create those all-important wins along your ServiceNow journey. This proactive approach leads to better outcomes and better engagement by your end users.

6.3. Grow and evolve in lockstep with your user base

As your end users gradually sign onto the ServiceNow platform, you don't want to provide a static experience for them. Instead, you want to be constantly rolling out new features and capabilities—ideally ones that they've specifically asked for and/or suggested. With this approach, you'll keep them excited about the implementation—and ultimately coming back for more.

6.4. Provide ongoing training opportunities

Training programs should be outlined and structured as part of your roadmap. Your end users are unlikely to be self-motivated to learn a new system and a new set of workflows on their own. You've got to help them along with engaging training opportunities that not only gradually widen their knowledge base, but also help them to understand and appreciate how ServiceNow will streamline and simplify their daily responsibilities.

6.5. Provide adequate resources for troubleshooting

If you're not troubleshooting and resolving every problem as it's identified, you're abdicating one of your key responsibilities. Your end users expect that when they encounter a problem, it will be the one and only time they encounter it—because they're counting on your designated ServiceNow support team to fix it quickly. When end users perceive that troubleshooting is being taken seriously by the support team, they're much less likely to become doubters and naysayers of the project.

6.6. Proactively evaluate the project's ROI

To ensure your ServiceNow implementation is staying on track, you don't want to keep your head buried in the sand and hope for the best. You want to know your implementation is the best, and the best way to know is to routinely measure and calculate ROI. You want to develop benchmarks based on your baseline and KPIs that tell you—at any stage of your implementation journey—if you're still on track to achieving your ServiceNow vision.



Like any platform, ServiceNow requires dedicated service management and proper governance. As the owner of ServiceNow, you are supporting other services and have to run a tight ship across the board rather than a deli counter. Some things need protecting, such as data integrity and a rapid outage-free upgrade process. Take ownership and accountability for ServiceNow at all times. By doing so, you will find that your path to ServiceNow success is achievable.

—Darren Quinn, Sage

Pillar 6 Summary

As you're building your support model for ServiceNow implementation, remember that you neither need to—nor should want to—go it alone. Crossfuzze has helped hundreds of organizations to navigate the complex world of getting buy-in and support from the end-user community.

How confident are you in answering these questions?

- ▶ What processes do we have in place to ensure everything works as promised?
- ▶ How are we continuously innovating to increase the value of the platform?
- ▶ How can users engage with us to suggest and test new platform capabilities?
- ▶ How have we made ongoing training part of our roadmap?
- ▶ What processes do we have in place to routinely measure the success of our investment?

A smooth implementation only gets you to the starting line. If you'd like to ensure your implementation is a raving success with users and produces the ROI and quick wins that your vision set out to deliver, you want to take your time assembling a stellar implementation and support team. Don't underestimate the importance of this piece to the success of your implementation vision.

It's important to ensure that management has ITIL foundation knowledge and certification. This is critical for IT departments who want to embrace and understand service management.

—Richard Ehrlich, Cable Systems Corporation





PILLAR 7

Using Analytics to Drive a Strong ROI

Let's start with a story to reinforce the importance of using analytics to drive strong ROI during your ServiceNow implementation journey: Mark is a CIO who wants to impress the C-suite by implementing ServiceNow at lightning speed. After all, one of the main criticisms he's received over the years is that his projects take too long and could have been done less expensively. As Mark works to deliver more rapid and more visible results, he spends less time thinking about whether his implementation strategies are delivering bottom-line value. He's simply moving too fast to baseline, define the right KPIs for success, and put in place the right measurement process to track KPI metrics during each stage of his ServiceNow roadmap.

Mark's story is unfortunately all too common in workplaces where technology projects are perceived as a costly overhead expense, rather than a strategic business investment with direct impact on the bottom line. For example, in a survey examining organizations' experiences with their IT asset management programs, an astonishing 40 percent reported that they are not tracking the cost savings associated with ITAM programs.

How do you develop a KPI tracking and measurement model that will ensure you can report on ROI accurately, frequently, and comprehensively throughout your implementation journey? Let's explore the key elements to keep in mind.

7.1. Baseline where you're at

The first step to reporting on ROI is to develop a solid baseline understanding of status quo. Part of this process simply involves doing a gut-check assessment of how your ServiceNow implementation vision and roadmap might realistically play out when they begin meshing with your entrenched organizational processes and workplace culture. When you can anticipate and foreshadow these on-the-ground realities, you are able to brainstorm opportunities to measure your progress and develop relevant KPIs. This ideation exercise builds on itself, enabling you to better articulate KPIs and refine your understanding of how to define progress.

7.2. Draw out what's most important to your organization

When measuring any ROI, you want to develop metrics for your ServiceNow implementation journey that align with the business strategies of your organization. The best and most direct way to do this is to conduct interviews with all of the folks in your organization whose work will be affected by all of the coming ServiceNow-related changes. When you are able to show strong ROI for their relevant areas, these people become more likely to buy into your ServiceNow vision. The same goes for the C-suite: You want to directly ask them how they would define success for such an investment to ensure their expectations can be met. If the goals are unreasonable, you want to get everyone on the same page at the outset: The beginning is the time to adjust everyone's thinking. As you develop the goals, keep in mind that you also will need to develop a strategy for communicating your progress toward achieving these goals, in a way that shows positive momentum.

7.3. Link each stage of your roadmap to a desired outcome you can measure

One of the foundational elements of a ServiceNow implementation plan is articulating a roadmap that defines all of the steps you're taking along your implementation journey. To have confidence you're staying on track, you want to be able to measure progress at each stage of implementation. A roadmap is particularly valuable for measuring ROI because it requires you to pre-define what success looks like.

7.4. Factor in time to implementation and associated costs

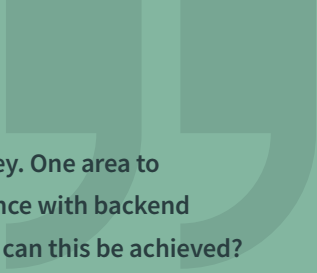
Calculating ROI involves measuring both the progress you've made and what you invested to make that progress possible. The "investment" side of the ROI equation absolutely should include your time to implementation and associated costs. After all, a project that runs over budget and misses its deadlines could still be making progress, but at a cost that adversely affects its overall value and internal optics within your organization.

7.5. Budget for the time and resources necessary to run ROI analytics

As much as you may want to direct all resources to moving rapidly through your implementation plan, you want to be proactive about budgeting for ROI measurements from the outset. That's the best way to ensure you allocate the resources to perform these measurements consistently and accurately.

7.6. Proactively guard against project scope creep

During your ServiceNow implementation journey, projects are going to evolve and morph—that’s a healthy and important part of the journey. At the same time, you want to be cognizant of this creep of project scope, because it can easily skew your ROI measurements. Simply put, you want to always compare apples to apples, even when oranges get introduced into the mix.



Be focused to simplify your journey. One area to look closely at is the user experience with backend integration and automation. How can this be achieved?

1. Define your services and their relationships.
2. Build one portal for the enterprise.
3. Use analytics to understand trends related to requests.
4. Assemble a team to evaluate integration and automation strategies consistently.
5. Focus on continuous improvement using active user surveys and feedback.

—Ajay K. Anugu, Whirlpool Corporation

Pillar 7 Summary

Too many organizations view ServiceNow as simply a technology expense, which has the unfortunate consequence of dampening enthusiasm for conducting ROI measurements. This creates a catch-22 downward spiral: When ROI isn't measured, it reinforces the mindset that technology isn't a contributor to corporate goals, which then reinforces the perception that implementation plans are not as cost-effective and efficient as they should be. Changing these perceptions starts with measuring ROI accurately, frequently, and comprehensively.

How confident are you in answering these questions?

- ▶ What are our baseline key performance indicators to measure progress?
- ▶ How do our metrics directly contribute to meeting company objectives?
- ▶ Is each stage of our roadmap linked to progress?
- ▶ Are we factoring in time to our investment costs?
- ▶ What's our plan to commit resources for the long-term ROI analysis?
- ▶ What measures do we have in place to protect from scope creep?

For guidance on how to measure ServiceNow ROI, reach out to Crossfuzer. We'll help you zero in on opportunities for measuring ROI at every stage of your roadmap that resonate with the C-suite and other key stakeholders.





PILLAR 8

Optimizing ServiceNow to Drive Enterprise-Wide Transformation

Here's a story we can all relate to: Casey is an experienced CIO who has poured his heart and soul into a successful rollout of ServiceNow that has transformed his company's ITSM processes and workflows. The initial implementation was based on the near-flawless execution of a ServiceNow business case that had been agreed to by diverse stakeholders several months ago. Although Casey worked tirelessly to perfect his implementation vision and get all of the required buy-in, the project has now become a victim of its own success: Other company divisions, ranging from HR to sales to accounting, that were not part of the initial rollout are now able to see firsthand the power and elegance of ServiceNow—and they want in on the action. Does Casey relinquish control of his carefully laid plans so he can rapidly meet the demands of all of these unexpected new internal clients?

As a ServiceNow Gold Partner, Crossfuze has seen this scenario play out hundreds of times. In fact, a recent survey found that 87 percent of organizations using ServiceNow are relying on the system for non-ITSM applications. The reality is that the overall destination of ServiceNow is going to change every year as it serves the evolving strategies of your enterprise. And that's a good thing: No stakeholder (or shareholder for that matter) will be satisfied with an "okay" return on their ServiceNow

investment. Every enterprise services winner will be—and should be—looking to optimize the platform.

The good news is that it is possible to plan for and anticipate rapidly evolving demands on the ServiceNow system. In fact, optimization is in ServiceNow's DNA. The dynamics of ServiceNow optimization work in your favor to help you create a leadership narrative that drives company performance and, ultimately, company valuation. Here are five essential elements to keep in mind to optimize your story of ServiceNow transformation.

8.1. Be flexible about your ServiceNow roadmap

The first thing you do when launching your ServiceNow implementation journey is to develop a well-articulated vision and roadmap. Because you build your roadmap early on, you cannot possibly anticipate exactly how your business needs will evolve and change in response to ServiceNow. Thus, you want to treat your roadmap as a flexible, nimble living document that you don't become beholden to. In fact, if you don't see a demand to modify your roadmap in response to evolving business needs, then ServiceNow is not having the transformative effect on your business that it should.

8.2. Turn your leadership tier into ServiceNow insiders

To ensure business leaders across your enterprise start coming to you with requests to expand ServiceNow to encompass their business needs, you want to start by going to them. In other words, you want to proactively help them shift away from viewing ServiceNow as an IT solution and toward viewing ServiceNow as a business solution. Relationship-building and repeated evangelizing are critical to turning the leadership tier into ServiceNow insiders; see our pillar about driving

organizational change through focused, strategic communications. Once your leadership tier realizes ServiceNow's potential, they will start bringing ideas to you that improve and enhance their area of responsibility.

8.3. Be iterative and focused when working with others

When someone comes to you with an idea for expanding ServiceNow's capabilities to meet their business needs, you want to stay iterative and focused. That means you don't want to boil the ocean for each business leader; instead, pick a focused project that teaches them how to effectively and rapidly achieve the ServiceNow win they crave. You want to stick to about a 90-day timeline for the first project and use an agile development methodology to create multiple iterations, which maximizes the chances you'll be able to keep their mind and heart in the project. Finally, you want to avoid letting perfection get in the way of momentum.

8.4. Plan for sustained organizational change management

The true value of ServiceNow is only realized when it is adopted by end users. Thus, your hard work to get ServiceNow up and running for an initial group of users is only the beginning of your implementation journey. You want to view your journey as—and, indeed, plan for this journey to be—a multi-year adventure that involves evangelizing, developing ServiceNow ambassadors, getting executive buy-in and sponsorship, and fostering knowledge management and training. More than other enterprise solutions, ServiceNow requires a kind of corporate stoicism and big thinking that can be in short supply; thus, organizations must draw strength and determination from everyone as they work to manage organizational change.



8.5. Ensure your support team prioritizes optimization

As you assemble an implementation support team, you want to keep in mind that you'll be asking this team to do a lot—and thus you want to choose your team carefully. One of the most important priorities you want to instill in your team is the importance of promoting continued optimization of ServiceNow over the long term. To do that, you want to nurture the growth of team members as ServiceNow experts, and increase their business understanding and sense of collective purpose as they work toward achieving your ServiceNow vision. Without the right development and ongoing support team, your ServiceNow implementation will struggle to get traction and cannot be optimized.

Pillar 8 Summary

As you look to the future of ServiceNow and the services ecosystem you intend to build, remember the importance of focusing on long-term optimization goals for the platform: You will be asking ServiceNow to be adaptive, better integrated, and in direct alignment with your changing business landscape and service demands.

How confident are you in answering these questions?

- ▶ Have we informed the organization about potential roadmap changes?
- ▶ Do we have strong executive sponsorship?
- ▶ What's our approach to further development?
- ▶ Is our user adoption plan comprehensive to ensure positive results from day one?
- ▶ How are we constantly optimizing the ServiceNow platform?

ServiceNow gives business leaders the opportunity to take a step back and comprehensively tilt the workflow operations game in their favor. Grab that chance, gain an advantage, and get to what's possible.





PILLAR 9

Strategizing to Manage Demand

Jason is a veteran CIO who has made many friends and allies within his company by being a “yes man.” He bends over backward to fulfill everyone’s IT service requests, even when doing so puts tremendous strain on his team. And he makes this constant juggling act seem effortless. Consequently, no one is aware of how thinly stretched his resources are, and his work keeps piling up. Following a successful implementation of ServiceNow to manage in-house IT resources, Jason is suddenly hit from all sides with requests to extend ServiceNow’s capabilities. This flurry of requests comes from multiple departments at once, and he feels his resources stretch to a breaking point. How should he strategize to manage this demand?

Crossfuzer has worked with dozens of CIOs just like Jason who are in desperate need of strong, strategic demand management capabilities as they implement ServiceNow. Indeed, as soon as other divisions and departments get a taste of the transformative approach ServiceNow takes to managing resources and services across an organization, demand for ServiceNow-related projects spikes. When this happens, it’s critical that CIOs are fully prepared to quickly cut through the noise and identify candidate projects that truly add value to the organization’s bottom line; this philosophy is known as Lean IT.

A CIO’s best approach to demand management is to deploy a series of time-tested, best-practices strategies for responding to, managing, and prioritizing demand within the organization. Let’s explore these essential strategies.

9.1. Rank projects according to scope, scale, and cost

Ranking is at the heart of demand management, and you want to use a clearly defined, methodical approach to ranking projects for strategic business value to the company. All projects should be evaluated based on scope, scale, and cost. While cost may seem like a fairly obvious metric, it's actually complex, as you don't want to rank projects by total cost only; you also want to identify opportunities to break down bigger projects into smaller, more incremental projects. In many cases, you're not going to greenlight the big project anyway; rather, you're going to test the feasibility or value of the larger project by moving forward with one of its iterative elements.

9.2. Scrutinize projects for incompleteness

As you're working to prioritize projects, you want to be looking for signs of incompleteness that are often indicators of bigger problems that lie ahead. Incompleteness could be a failure by the requester to provide critical information, or an unaddressed and obvious logic hole, or an overall inability to articulate the project's potential value to the organization. If you don't think you can resolve these issues, or if you don't have time to fix them, you want to immediately move these projects to the end of your priority list.



9.3. Seek out expert perspective from your ITSM team

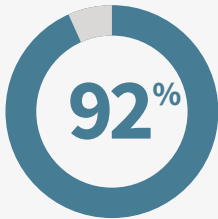
From the 30,000-foot level, you as a CIO may not be aware of all the nuances of what's involved with a particular project or type of project. Your ITSM team on the ground, however, will have a much stronger sense of these nuances, can help you with ranking, and can scrutinize for incompleteness. This also helps get buy-in from those who will most likely be involved with the projects that come from the demands and will reduce non-productive cycles trying to get them on board later.

9.4. Assign a business owner to every project

Taking on a ServiceNow-inspired project for another division or department is not a one-way business proposition. The other party needs to play an active role in supporting the project's success—and ultimately take ownership of the final product. That's why you want to always treat the project's requester—not the ITSM team—as the business “owner.” When the requester is known within the organization as the owner, the requester is motivated to deliver on the outcome and empowered to help with planning, to bring energy and thought to the iterative testing process, and to align the project with strategic, big-picture company goals. Moreover, you want to leverage your interactions with the requester to initiate an ongoing dialogue about their overall ITSM priorities. Through this dialogue, you are often able to identify low-value ITSM tasks that you and the requester mutually agree can be streamlined and reduced.

SURVEY RESULTS

Lean IT changes demand management strategy



of IT professionals reported they experienced moderate to significant improvements in project success

Having a clear strategy for demand management is also crucial for informing evolution of your ServiceNow implementation roadmap over time. For your roadmap to meet its long-term objectives to transform your enterprise, the roadmap needs to be continuously updated and modified, enabling it to remain responsive to the organization's changing ITSM priorities and needs.

9.5. Take advantage of third-party consultants

Demand on ITSM teams tends to ebb and flow over time, making it impractical for CIOs to maintain exclusively in-house resources and expertise. For an implementation as involved and dynamic as ServiceNow, outside consultants are critical to maintaining flexibility when managing demand. In fact, ServiceNow consultants should be an integral part of your implementation strategy from the outset. An expert consultant like Crossfuzze will not only assume some of the enormous pressure on your in-house team but also will bring invaluable expertise and experience that will protect your company against serious setbacks and hurdles that you didn't anticipate—but that your consultants will anticipate.

Pillar 9 Summary

To make sure you're maximizing value at every possible opportunity along your ServiceNow journey, get the right minds in the mix. Pulling in others who have seen it, done it hundreds of times over, will not only give you peace of mind that you're on the right track, you will be able to innovate when and where needed with the highest impact.

How confident are you in answering these questions?

- ▶ How do we accurately rank ServiceNow projects that have the highest potential to deliver the most impact?
- ▶ How are we reviewing projects that may be incomplete?
- ▶ Are we incorporating the suggestions from our ITSM experts into our roadmap?
- ▶ Are we treating the project's requester as the business owner?
- ▶ How are we achieving open collaboration with our business owners?
- ▶ How are we engaging outside ServiceNow expertise?

With the right support, cutting through the flurry of ServiceNow-related requests that you receive and zeroing in on the projects that will drive bottom-line efficiency and productivity will become second nature. Your ability to drive quick wins that align with business strategy will significantly increase; making your decision to invest in ServiceNow one of the smartest decisions you've made in your career.





PILLAR 10

Creating a Fully Integrated ServiceNow Ecosystem

Kyle is an experienced CIO who successfully transformed ITSM processes across his company by rolling out ServiceNow. Mid-level managers and the C-suite alike have immediately taken note of how much meaningful data they have at their fingertips—insightful analytics that helps them in areas such as resource planning, cost management, and staff productivity. Now, these same folks who have enthusiastically embraced ServiceNow are asking, “Why don’t our other systems offer these same insights? Can we route all of our data through ServiceNow?” Kyle knows these are exactly the right questions to be asking, and he also knows that integrations are the next logical steps to take along his ServiceNow roadmap. The problem is that Kyle feels overwhelmed; he doesn’t know where to start, nor how to proceed in the most expeditious, efficient manner possible.

Crossfuzer works with clients that are facing exactly Kyle’s challenge. Once an enterprise gets a taste of the power and adaptability of ServiceNow, there’s a sudden demand to transform more business processes and to bring all of the disconnected data under the umbrella of a fully integrated ServiceNow ecosystem.

As businesses achieve more and more ServiceNow victories, they will increasingly lean on their ITSM teams to unify more of their disconnected data. Let’s explore some key elements to prioritize as you build out a fully integrated ServiceNow ecosystem.

10.1. Enable real-time data syncing

When you look into the feasibility of importing data from other systems into ServiceNow, you may start by manually uploading your data and then determining whether it can be configured in ServiceNow. While this approach is great for experimenting, you don't want to stop here—you'll never achieve the automation and visibility you desire. The gold standard is continuous, real-time data syncing. This approach ensures that no matter when someone pulls data, they're always going to get the most complete, accurate snapshot possible.

10.2. Create greater visibility and more transparent governance

Your strategy for moving forward with ServiceNow integrations boils down to what will get you the biggest bang for your buck—in this case, ServiceNow wins. You cannot integrate every system—some for technical and logistical reasons, and others because your resources are limited. Thus, as you prioritize by effort needed and alignment to corporate goals, keep focused on integrations that offer the highest potential for improved automation. By doing so, the probability of efficiency and information visibility gains greatly increase. You also want to ensure that the integration promotes transparency and improved governance over process quality.

10.3. Simplify your infrastructure

Integrations can be perceived as having no downsides—until you realize they require ongoing maintenance and support. Thus, you don't want your integration to be built with another entirely separate piece of software. Not only does third-party middleware add an unnecessary layer of complexity to the integration, but it also requires

additional specialized knowledge and expertise to keep things running smoothly. The best integrations are built with development code that plugs directly and seamlessly into ServiceNow, enabling you to cut down on—not add to—the number of systems you must maintain. By simplifying your infrastructure in this way, you save significant money and time while improving productivity and system reliability.

10.4. Minimize your coding and development work

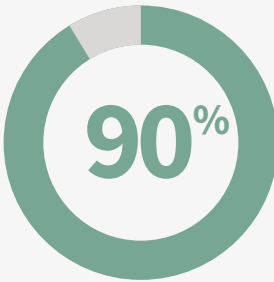
If you find yourself developing customized code to meet your particular integration needs, you are heading down an unsustainable path. There's no reason to reinvent the wheel with integrations. Ready-to-use integration solutions exist that connect critical enterprise systems, including Salesforce and JIRA. Crossfuzes integration solutions, for example, are developed by experts who live and breathe ServiceNow code; these are individuals who have an intimate understanding of how to provide a reliable, seamless user experience that's easy to maintain.

10.5. Seek outside expertise

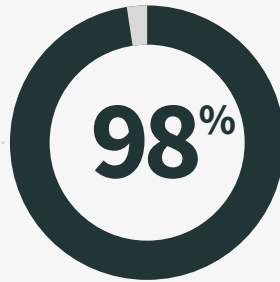
As you review opportunities to integrate, and as you prioritize which integrations you'll pursue first, you want to be realistic about your in-house abilities to evaluate feasibility issues, identify risks, and plan for potential pitfalls. ServiceNow integrations require a specialized expertise that comes only from experience. An implementation consultant, like Crossfuzes, has entire teams dedicated to improving the integration experience. At the very least, they offer you another perspective or validate your approach.

SURVEY RESULTS

Does it surprise you?



Believe automation should
replace email requests



Believe using an ITSM model
across their enterprise
would improve outcomes

All things change—careers, challenges, and life in general. When looking to accomplish the impossible, it is better first to ask yourself, “Is it my approach or is it the scope?” Remembering that the need defines the action and not the want, you need to apply the most flexible but simple plan and allow it to develop. ServiceNow provides an environment where simple actions can accomplish complex solutions without having to account for every scenario before you make the first action towards addressing the need.

—Ian Spitzer

Pillar 10 Summary

ServiceNow integrations are powerful. They lead to deeper reporting capabilities that quickly drive bottom-line efficiency and productivity. By having a well-thought-out integration strategy, you unify disparate systems, improve process automation and deliver information in a consistent and timely manner—all while lowering system maintenance costs and better utilizing in-house IT teams.

How confident are you in answering these questions?

- ▶ Do we have continuous, real-time data syncing?
- ▶ Is our integration strategy creating greater ServiceNow visibility and transparency?
- ▶ How is our integration strategy simplifying our services infrastructure?
- ▶ Are we using integration solutions that minimize coding and development work?
- ▶ How have we sought outside expert opinion to ensure ServiceNow success?

When you're ready to move forward with your ServiceNow ecosystem via integrations, you'll benefit from having an experienced integration consultant like Crossfuzer at your side.

Diving into the pillar for creating a fully integrated ServiceNow ecosystem, here are some thoughts to keep on the top of your mind. Fundamentally, our view of an ecosystem boils down to people, process, and technology.

First, you need to have a shared vision and end game with a clear set of objectives which must be communicated via an Organizational Change Management plan at all levels. You cannot want it more than the associates using it. Everyone needs to understand WIIFM (What's In It For Me), and they need to be engaged in the decision-making process. A key question you can ask yourself is, “Is it commitment over compliance?”

Second are the processes. A packaged-driven led process can be useful for those areas that are fairly mature. Here you need to ask yourself, “Why am I different than most other organizations?” and, “Will this provide a competitive advantage?” Ask these questions before heading down the customization path based on a current set of processes. Challenging the status quo is important. Use the five-whys technique to get to the root cause.

The third aspect is the technology. Technology is an enabler of your processes. Various aspects of the technology can be mature, which helps to drive processes and best practices (e.g., incident) where others are emerging and not as established (e.g., Agile). These aspects are where your external network of software vendors, other companies, and a trusted, independent advisor can add value in accelerating your vision. With a multifaceted, well-balanced approach, you can have a successful journey in accomplishing your objectives.

—Tom Hauser, Rich Products Corporation

Next Steps

Get Ready to Transform Your Organization with Crossfuzze

ServiceNow is going to be as transformational for your organization as you allow it—and plan for it—to be. That's why you don't want to sit back passively and leave your ServiceNow implementation in the hands of others, or worse, to fate. The *10 Pillars of ServiceNow Success for CIOs* has given you the tools you need to be proactive and confident in leading your ServiceNow journey. You can be the transformational leader who sets the pace and the expectations for what you will achieve. Moreover, you will motivate and inspire others to rise to the occasion.

Don't let this book sit on your computer desktop, forgotten amid your other competing priorities. See it as a tool and put its well-earned advice to work for you. Become the change agent for your organization. Start delivering outsized ServiceNow wins early and often.

As you plot your path forward, remember that you are not alone. Thousands of other organizations have gone down this road. For better or for worse, these teams have learned that a ServiceNow journey without proper preparation and ongoing care can lead to pitfalls and challenges that derail progress. They have learned that they don't need to reinvent the wheel in configuring and customizing the ServiceNow platform. Companies have also learned that outside expertise is valuable to achieve speed, quality, and a significant return on investment.

If this book has convinced you that there is more to ServiceNow implementation than you thought, or the 10 Pillars of Success have left you hungry to learn more, please reach out to Crossfuzze. We are the highest-rated ServiceNow Elite Partner for a reason; we have more than 20 years of experience working with IT and more than 2,500 successful implementations under our belt.

So, we leave you with this question: **What is your next strategic move to accelerate your ServiceNow journey and deliver wins that create value?**

Core Services

- ▶ ITIL Training
- ▶ ITSM Simulations and Assessments
- ▶ Vision and Business Case Consulting
- ▶ Roadmap Assessment and Development
- ▶ ServiceNow Implementation
- ▶ Organizational Change Management Consulting
- ▶ ServiceNow Support via ManagedNow™
- ▶ ServiceNow Turnkeys and Integration
- ▶ Managed Services and Contact Center Management

Specialty Services

- ▶ Customer Service Management
- ▶ IT Service Management
- ▶ Asset Management
- ▶ Project Portfolio Management
- ▶ BDNA Integration and Health Check



Interested in a fresh perspective on your journey
to ServiceNow success? Contact us today:

LETSTALK@CROSSFUZE.COM • CROSSFUZE.COM



LETSTALK@CROSSFUZE.COM • CROSSFUZE.COM

ISBN 978-0-9993184-1-6 \$9.99
50999 >

