



Your definitive guide to a **SERVICENOW** implementation roadmap





Leading CIOs understand that IT service management should be strategic, extending far beyond the operational use of ITSM tools and processes to provide a business-focused service leadership approach.”

The IT Service Management Unified Framework: Linking ITSM to Business Value and Maturity - March 2014 Gartner Group

INTRODUCTION

ServiceNow is a great technology platform capable of delivering huge value to organizations. However, it cannot deliver the desired results if it is used with incorrect processes.

MOST OF THE SERVICENOW IMPLEMENTATIONS WHICH FAIL DO NOT FAIL BECAUSE OF THE SOFTWARE, BUT THEY FAIL BECAUSE ENOUGH ATTENTION IS NOT PAID TO THE PROCESSES AND REQUIREMENTS.

As a cloud offering, ServiceNow is widely appreciated for its ease of use and its unique flexibility and customization potential as per an Organization's needs. Depending on the unique goals and requirements of every organization, a ServiceNow implementation needs to be planned thoroughly with in-depth analysis and goal orientation. Organizations usually choose an implementation methodology that's either "in-one-go", a "phased" one or a "hybrid" one. In any situation, to get the most from their ServiceNow investments, organizations need to ensure proper planning for their ServiceNow implementation. Only the implementation of the tool seldom delivers the desired results.

In this whitepaper, we will see the need for the definition of a proper implementation roadmap, steps for building a successful roadmap, and the best practices to follow.

What is a ServiceNow Implementation Roadmap?

A roadmap is the detailed defined path to help the organizations reach from current state to the future state. The current state describes how the processes are carried out today. The future state defines the state the businesses want to reach with ServiceNow. The roadmap defines the path to reach the future state. KPIs form the key components of the roadmap – with the help of KPIs, organizations can know if, when, and how the strategic objectives are achieved.

The Key to Building a Successful ServiceNow Implementation Roadmap

There is no one standard roadmap which fits all the organizations. It is very context dependent and it needs to align with the particular business goals of the organization. It is highly recommended that for the organizations that they

do not go with a standard roadmap template. Instead, it requires a lot of brainstorming and deliberation to define the clear business goals which need to be achieved through the ServiceNow implementation.

One of the other most important aspects of roadmap definition is the review the current implementation to see what is working and what is not. This can give fair amount of inputs for defining the best approach for moving forward with the ServiceNow Platform implementation.

Another important aspect is that the business goals should be defined in conjunction with the business stakeholders and the IT experts of the organization. ServiceNow platform is capable of handling and offer much more functionality than just Incident, Problem, and Change. However, to leverage the complete power of the platform, instead of treating IT experts just as the implementers or technical executors, the IT experts must be involved since beginning in the strategy definition and the IT and the business owners must work together towards defining the go-forward vision.

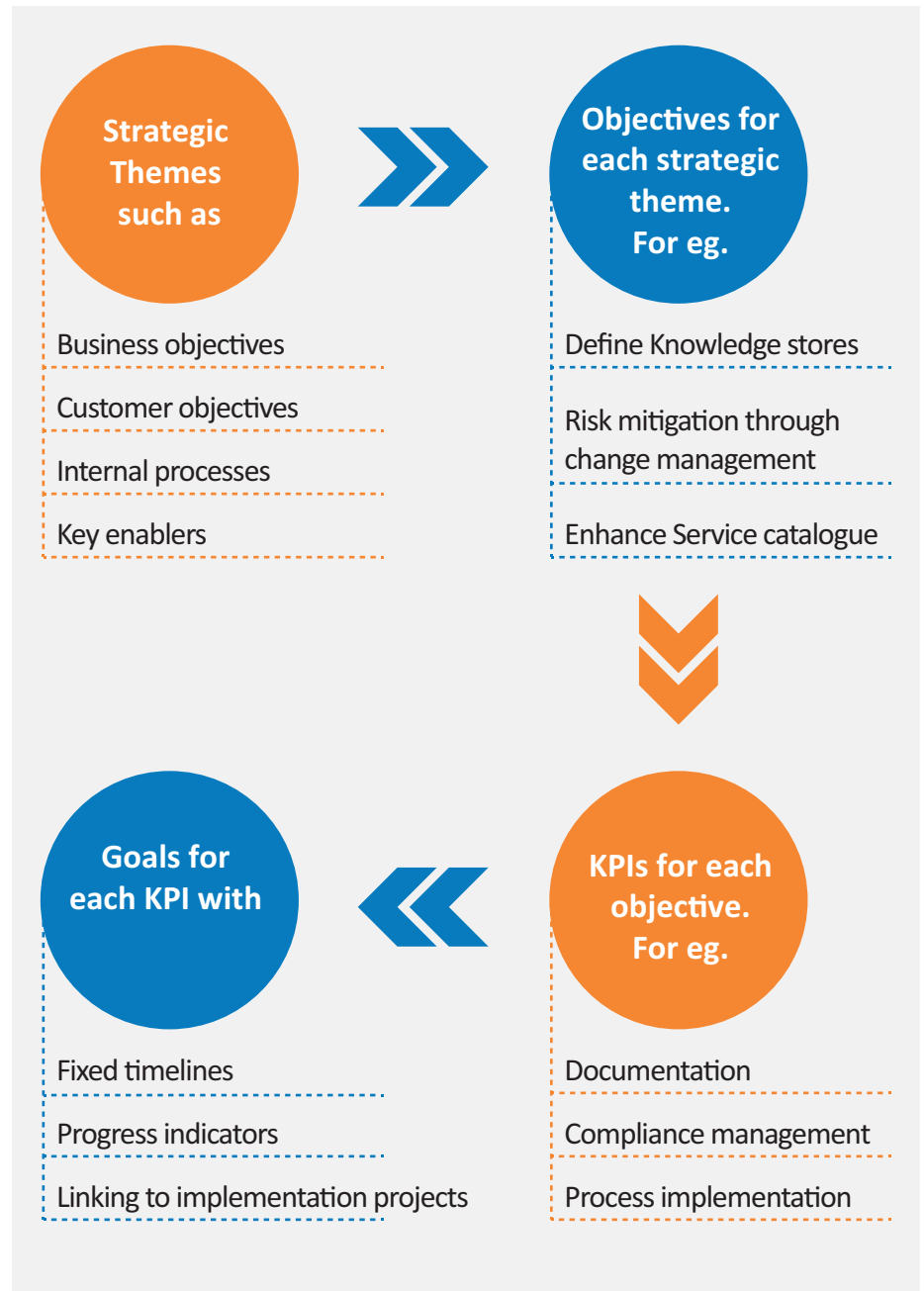
Steps to Successful ServiceNow Definition

ServiceNow Implementation roadmap definition is a very intense activity and involves a series of discussions with business stakeholders and IT experts. Organizations first need to define the high level goals they want to achieve through the implementation – these goals need to be business goals and not the IT goals. The goals can be, for example, “Build customer confidence”, “Achieve 20% growth in market share”, “Improve process flow across service providers”, or “Cost reduction in provision of services”.

The business goals then need to be distilled in the form of strategic themes such as Customer Objectives, Internal Processes, Enablers, Strategic Business Objectives and so on – these business goals need to be tightly aligned with the expectations of the customers from the business. For the strategic themes, the next thing is to identify the internal processes which need to be modified and improved. Identification of the processes then distils into the identification of the key enablers which can help in achieving the excellence in the processes.

For each of these strategic themes, the roadmap also needs to define a detailed list of objectives to be achieved for each theme. Each objective should have clearly defined KPIs along with defined timelines so that the progress tracking is easier. The KPIs in tracking if the strategic objectives have been achieved or not. Each objective must be linked to implementation projects which deliver on achieving the objectives.

In a nutshell, a typical roadmap would contain



Best Practices to Follow While Defining the Implementation Roadmap

Let us look at some of the best practices to follow while defining the ServiceNow implementation roadmap:

Business Goals and Objectives: Although ServiceNow is a technology platform, the implementation roadmap has to start with the definition of





business goals and objectives. There is no “out-of-the-box” solution which works for all. The various stakeholders need to spend quality time together to arrive at the business objectives (and not the technology goals) which they wish to achieve through their ServiceNow investment.

Alignment between IT and Business Stakeholders: One of the most common mistakes which businesses make is to treat the IT teams as just the implementers and technology experts. IT teams are many times not involved in the strategic discussions. Since the IT teams are more well-versed with the various features and capabilities of the platform, it is advisable to involve the IT experts in all the strategic discussions as well as in the discussions of business goals definition. They can help in validating the assumptions and help in getting the most from the platform investments.

Active Participation from all Stakeholders: It is often seen that the business stakeholders get involved only at the initial stages while defining the business goals and objectives and not at the later stages where the objectives for each strategic theme, KPIs, and project goals are defined. A successful roadmap definition requires participation from business stakeholders at all the stages to ensure that the business needs are appropriately met.

Clearly Defined KPIs: As it is said, *“If you don’t measure it, you can’t improve it”*. KPIs help in measuring the progress and reporting those back to the business. It is, therefore, very important that the roadmap has clearly defined KPIs along with the timelines.

Considering the Right Factors: While creating the roadmap, the businesses need to consider all the right factors which can affect the successful implementation. These factors include, but not limited to,

- The levels of risk acceptance – What are the risks if the system is non-functional for a certain duration during the transition or in the case of failure due to some errors? What is the business and revenue impact of the same?
- Budgets – Balancing the time and costs with the implementation phases
- Integration with existing systems and Data Migration – In this, the roadmap needs to consider the factors like seamless integration of the new platform with the existing systems, data migration from the old system. All such factors can have an impact on the timelines and hence the budgets.

Alcor’s Expertise in ServiceNow and ITOM

Alcor takes a strategic ITSM implementation approach and focuses on solving the business problems of their clients by leveraging an integrated business process design and technology implementation capability. Alcor’s ITSM solutions with ServiceNow leverage a business view of IT services. The

objective is to enable the IT support organization to:

- Quickly resolve or escalate issues and problems
- Improve root cause isolation, and
- Provide higher levels of business user satisfaction.

Alcor brings substantial process expertise, ServiceNow experience and depth of organizational governance modeling to build solutions that are effective and provide complete life cycle support for Incident Management, Problem Management, Change Management and Configuration Management. Alcor has experience in Automating ServiceNow with external applications like emails, active directories, Adobe, assets, and Amazon Cloud Provision (LABS). This includes real-world experience of having worked with enterprises in the banking and financial services and retail sector where we have helped orchestrate transaction volumes running into the 100's of thousands.

They have significant experience of Service mapping with the ServiceWatch suite of products. Alcor has specific expertise in ServiceNow IT Operations Management across the three levels, Orchestration, Release Management and Service Analytics. Through effective Orchestration Alcor helps clients launch the right automated process consistently and to codify best practices into the process workflows to save time and money. Alcor's expertise in helping their clients manage Release Management better allows optimal usage of the IT assets, hardware and software, available to the client to ensure effective, timely, un-interrupted and on-demand service delivery. Alcor helps their clients put in place Service Analytics solutions that gives them the capability to keep track of each and every infrastructure component that impacts overall service delivery.

Alcor achieves this by leveraging their integrated business process design and technology implementation capability. Their professionals are the top talents in the business with deep personal understanding of the business verticals they service. This allows them to deliver flexible solutions that work in the real world. Their strength lies in delivering solutions that are customized to the specific requirements of their customers including complex integrations with the other systems in the eco-system like Financial and Procurement Management systems.

CONCLUSION

Successful ServiceNow Implementation requires a thoughtful implementation of the roadmap which is prepared in perfect alignment with the business stakeholders and the IT experts. The roadmap helps the organizations in moving from 'reactive' to 'proactive' stage where the technology implementation is absolutely relevant to the business. Definition of the KPIs in the roadmap play a crucial role the implementations because

KPIs help in the proper allocation of resources and budgets and also timely tracking of the progress. In a nutshell, instead of treating ServiceNow implementation as an IT project, organizations need to consider it as a more strategic business decision aligned with the overall business goals and objectives.

About Alcor Solutions

Alcor is a global cloud advisory and implementation services company serving Fortune 500, Government establishments, and other leading organizations in multiple industry verticals across the Americas, Canada and India. Alcor is a ServiceNow Silver partner and also partners to Mulesoft, Salesforce, Tanium, Microsoft and Bomgar. They advise leading businesses on cloud platforms, architecture, enterprise service management and integrating IT service delivery. They also provide business process consulting to capture, re-engineer and improve processes that can easily be automated to deliver real value. The Alcor consulting team is derived from a combination of experts in Business strategy, Cloud Technology and Organizational Change Management.

For more information, connect with them at information@alcortech.com.



Alcor is a technology implementation company focusing on Enterprise and Government technology needs in ITSM, systems integration, web development and mobility space. We provide a strategic ITSM implementation approach to our clients and focus on solving business problems by leveraging an integrated business process design and technology implementation capability.

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